

Director of Logistics

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1956

Chief, Management Staff

Overcrowding in the Biographic Register, OCR, DD/I.

- REFS : 1. Memo dtd 5 June 56 to Chief, Mgt/E from A-DD/S, subject: "Survey of Space Conditions in the Office of Central Reference."
2. Memo dtd 1 June 56 to DD/E from DD/I, subject: "Overcrowding in the Office of Central Reference."
3. Report of the DD's Survey of the Office of Central Reference.

1. Summary of Crowded Conditions in the Office of Central Reference:

- a. The Inspector General's survey report of the Office of Central Reference cited specific examples of overcrowding and stated that they are "... some of the worst..." [in the Agency] and that "the space situation in OCR requires an immediate and extensive survey in the interest of economy, efficiency and morale." Upon the request of the DD/I, the A-DD/S directed the Chief, Management Staff to make the survey.
- b. Management Staff has worked closely with the Chief, Space, Maintenance and Facilities Branch, OL in obtaining the facts on overcrowding and the cost of several proposals for obtaining additional space for OCR. Management Staff has also studied and evaluated the OCR organization, work methods, work flow, and records management systems and has checked with the Office of Personnel for facts concerning OCR employees' morale which can be traced to overcrowding.
- c. Several OCR divisions are crowded and are becoming more crowded each month because the rate of acquisition of new material for the files exceeds the rate of retirement of old records to the records center (Annex I). The Biographic Register is the most crowded; others, in order of severity, are the Graphics Register, Machine Division and Industrial Register.
- d. The crowded conditions in OCR hamper the ease and efficiency of operations but they have not caused the suspension of any OCR operations. Some of the conditions affect safety and have been enumerated in the reports of building safety officers.
- e. The Management Staff on-site survey has shown that many OCR employees are convinced that they deserve more space to do their work, but their morale is excellent. The Chief, Counselling Branch, OP reports that they have not received complaints of OCR's crowded conditions.

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2. Why OCR Had Not Requested Additional Space Prior to This Survey:

- a. The OCR operation is an integrated central reference service. Customers frequently consult, on one trip, more than one of the OCR divisions. The major OCR customers (Annex III) are in the central area (the area including the following buildings: North, Central, East, Administration, M, IJ, II, Q, R, and Riverside Stadium) and if OCR is moved from this area, the increased travel time will cause customers to reduce their use of OCR.* The AD/CR believed that a formal request for additional space would cause dispersal of his components, and preferred to remain cramped in the interest of greater customer service.
- b. The AD/CR also assumed that the new Potomac River Bridge to be built at the west end of Constitution Avenue would be started soon and would require the vacating of some OCR space. He planned to request additional space at that time and thereby avoid moving twice. The Chief, Space, Maintenance and Facilities Branch, OL confirms that this bridge will require the vacating of the Riverside Stadium and Buildings M, Q, and II but says that the starting date has not been determined. Management Staff has therefore proceeded with an analysis of means of obtaining additional space for OCR.

3. Possible Means of Increasing OCR Space:

a. Space Available Outside the Central Area:

- (1) The Chief, SM&F, OL believes that [] square feet of air conditioned space in the Stuart Building at 5th and K Sts., N.W. might be made available. The space is already leased by the Agency and the major costs in making it available for OCR would be the physical relocation of affected components and the provision for adequate bus service between the Stuart Building and the central area. The Biographic Register is the most logical OCR component to receive this space. Although the [] square feet in the Stuart Building is only 645 square feet more than BR has now, it is on one floor which is relatively free of obstructions whereas the present BR space in the North Building is in many uneconomically small offices.

Annex VI contains an estimate of the cost of 15-minute-interval bus service and an analysis of the probable reduction in customer service which would result by moving BR out of the central area. The AD/CR believes this reduction in customer service is crucial and therefore will not accept space in the Stuart Building.

-2-

* In October 1954, the Office of Scientific Intelligence was moved out of the central area. Subsequently, the service to OSI by the Biographic Register dropped substantially (Annex II). This is considered proof that moving a part of OCR, or one of its major customers, out of the central area will reduce the service of OCR because the travel time will be increased.

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- (2) Management Staff concurs with the AD/CR that moving an OOR component out of the central area will reduce OOR's service to the intelligence community. The one exception might be the moving of the Biographic Register to the area near Barton Hall, where one of its major customers, OSI, is located. But there is not enough space in this area to house BR (Annex IV) and the possible transfer of other Agency components out of the Barton Hall area to make room for BR is beyond the scope of the Management Staff survey.

b. Methods for Increasing OOR Space in the Central Area:

- (1) Four possible methods of increasing space in the central area by construction or renovation are:
- (a) Acquisition and renovation of a garage for rent by the Christian Heinrich Brewing Co. It contains [] square feet, is for lease at \$1.07 per square foot per year, and its cost for conversion to office use is estimated by the Chief, S&AF, OL to be \$40,000.
- (b) The Chief, S&AF, OL estimates that for a cost of \$100,000 a balcony can be constructed in the Riverside Stadium which would contain about [] square feet of usable office space.
- (c) Additional temporary buildings could be erected in the central area. Prefabricated buildings, such as Quonset Huts, are demountable and resalable. A 20 x 40 foot Quonset Hut equipped for office use is estimated to cost \$10,000 and to have a resale value of \$3,000. Erection of additional temporary buildings requires approval of Public Buildings Service. PHS officials have stated informally that approval probably would be given if sufficient ground area is available and the additional buildings are attached to existing buildings. The approval of the National Capital Planning Commission must also be obtained. The Chief, S&AF, OL believes that a strong justification would be approved.
- (d) The attic of North Building has some 5,000 square feet of space which could be renovated and air conditioned for office use. The cost is about \$50,000.

These methods were presented informally to the AD/CR who stated that the only one acceptable to him was the renovation of the North Building attic. He further stated that if this could be done and the space given to the Biographic Register, the other OOR components could manage without additional space.

There are several problems in the renovation of the North Building attic, which are detailed in section 4 below. Other possible means of increasing space for BR were therefore sought.

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- (2) An analysis was made of the holdings of all space in the central area (Annex VII). Two components which might be transferred out of the central area with less effect on their operations than would be caused by the transfer of an OOR component are the Security Office functions in Building 13 and the Medical Staff in the Central Building. Two proposals were presented to the AI/Ch:

- (a) Transfer OS employees out of Building 13 and give the space to the Liaison Division, OOR which is located in Riverside Stadium; transfer that part of the CIA Library located in the Riverside Stadium to the space now held by BR in the North Building and transfer BR to the Stadium (Annex VIII). This would increase the BR space by 3,031 square feet.
- (b) Instead of transferring OS employees out of Building 13, transfer M/S employees out of the Central Building and give the space to the Liaison Division. As in the previous proposal, transfer BR to the Stadium and the CIA Library group in the Stadium to the North Building. There would also be sufficient space in Central Building for the Administrative and Operations Staffs, OOR which would release an additional 2,618 square feet for the crowded Machine Division and Industrial Register.

Neither of these proposals was acceptable to the AI/Ch. Management Staff therefore did not discuss the proposals with the S/S nor the Chief, M/S to determine and evaluate possible disadvantages.

- (3) The Records Management Staff is presently surveying OOR records maintenance and retirement practices. In BR, revised methods will save 676 square feet of space. There are possibilities for further savings which will be analyzed thoroughly in the coming weeks.
- (4) The Assistant to the DD/I (Admin.) reports that 640 square feet of space in the Central Building (Rooms 216, 217, and 218) can be made available immediately for BR. The space is acceptable to the Chief, BR who plans to use it for his

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h. Problems in Renovation of the Attic of North Building for Use of the Biographic Register:

- a. The Chief, BR has requested about 3,000 square feet of additional space in the attic of North Building to relieve crowded conditions and provide for the files growth of 325 square feet per year.
- b. The Technical Services Staff has additional equipment scheduled for delivery early in 1957 which cannot be installed in the Staff's present space. Also, an operation in one room in the Central Building basement must be divided into two rooms for safety; there is a possibility of leakage which might release poison cyanide gas. The division cannot be made until additional work space is obtained.

- c. TSS, like ER, requires space contiguous to its present holdings. The only contiguous space available is in the attic of North Building. It contains 4,981 square feet of space usable for normal office work. It cannot be used for heavy files or equipment because the maximum weight load is 40 pounds per square foot. The Chiefs of ER and TSS will accept this space and can place units in it which will come within the weightload limitation.
- d. The Office of Communications uses a room in the attic containing 66 square feet. This area cannot be released and is not included in the figures in paragraph c above. The Office of Logistics maintains a Building Supply Office in the attic which occupies 675 square feet of space. It is open for service two hours per day. This service is secondary to the operating needs of ER and TSS and it should be eliminated from the North Building. We believe the Building Supply Office in the East Building (which is now open only one hour on two days per week) can take over the supply service. This 675 square feet is included in the 4,981 square feet described in paragraph c above.
- e. The Technical Services Staff has made a floor plan of the projected installation of three of its units in the east end of the attic, in rooms 301, 302, 303 and 305. This takes [] square feet of office space.
- f. The attic requires renovation and air conditioning for habitability. Because the attic does not have windows to provide ventilation, a forced-draft all-weather (winter-heating and summer-cooling) system must be installed with a capacity of 22½ tons. TSS also requires air conditioning to maintain the stability of its work materials. About 130 square feet will be needed for the air conditioning equipment, leaving [] square feet. Subtraction of the [] square feet for TSS leaves 3,001 square feet for ER.
- g. Title 40, Section 317 of the U.S. Code (Annex V) prohibits the purchase of air conditioning equipment or fans for areas such as the North Building attic unless it is used "for special laboratory, scientific and research purposes." The TSS space will be used for such purposes and air conditioning equipment can therefore be purchased with vouchered funds. For the space to be used by ER, which is 62 per cent of the total, the cited law prohibits purchase of air conditioning. []
- h. The Director of Communications reports that six air conditioning units, totaling a capacity of 70 tons, in Building [] will become surplus

in July 1957. In March, he will know whether a 7½ ton unit and a 15 ton unit can be made available on 1 May 1957. The Chief, Space, Maintenance and Facilities Branch, OL reports that these units can be installed in the North Building attic and that they can be converted to all-weather units by the addition of steam heating equipment which can be coupled to the building's heating system.

1. The Chief, SNAF, OL reports that Public Buildings Service can do the full renovation and installation of air conditioning equipment. It has been his experience that PBE completes such jobs faster than we can have them done by private contractors because PBE has greater flexibility in handling the inevitable changes in work specifications. He further reports that the PBE starting date and job duration cannot be obtained in advance. If the Agency can assign top priority to the job, it will be placed ahead of any other PBE work for CIA but it will require negotiation to obtain high priority from PBE, who serves the entire government.

- j. The need of TSS for [] square feet of space in the attic is imperative to separate two operations which presently constitute a poison gas hazard and to get additional equipment into production as soon as possible. The reconditioning cost is estimated at \$12,000 and the installation of an 8½-ton all-weather air conditioning unit at \$7,700,* which is a total of \$19,700. The purchase of air conditioning equipment for TSS is legally permissible because the space will be used "for special laboratory, scientific and research purposes" (Annex V). The additional cost of installation of special features for TSS has not been included because they will be necessary wherever TSS is located.

- k. There are three alternatives to be considered for the Biographic Register



- (2) The Director of Logistics can proceed with renovation of the entire attic and the purchase and installation of an 8½-ton unit of

-6-

* An estimated cost of \$18,000 for a 20-ton unit for [] square feet was obtained. The Chief, SNAF, OL advises that, for preliminary estimating, the unit size and cost may be varied in proportion to the square feet involved. For the full area of [] square feet, it is estimated that a 22½-ton unit is required at a cost of \$20,000; for the [] square feet, an 8½-ton unit is required at a cost of \$7,700.

all-weather air conditioning equipment for EE; proceed with the installation of all duct work necessary for the entire attic; and, when a 15-ton unit can be released by CC, proceed to disassemble, transport and install that unit and convert it to all-weather use. This will cost \$4,200 less than the first method, or a total of \$47,302.

- (3) The Director of Logistics can defer any decision for renovation and air conditioning of attic space for EE until the spring of 1957. By that time he will have more information on three items which will affect his final decision:

- (a) The date of availability of air conditioning equipment from Building
- (b) The extent to which the additional 1,316 square feet for EE (sections 3b(3) and 3b(4) above) has alleviated its overcrowding.
- (c) The further space savings, if any, which are developed by the Records Management Staff survey of EE.

The D/L may then decide to proceed with the renovation and air conditioning of the 3,001 square feet of the attic for EE, or of less than the 3,001 square feet; or he may decide that the other space made available is sufficient.

1. The advantages of the first method are that it permits all construction work to be completed before the space is occupied and may provide EE with its space sooner than the second method (depending upon how soon EE can start the job).

- m. The advantages of the second method are that the job can be financed from vouchered funds and it is \$4,200 less costly than the first method. The disadvantages are that the installation of the 15-ton unit from Building will be done after the renovation is completed which is not the proper work order, EE may be delayed in obtaining its share of the attic, and it may be found later that more renovation work was done than is necessary.

- n. The main advantage of the third method is that all the cost of renovating and air conditioning a part of the attic for EE may be saved, if it is found that the 1,316 square feet of space is sufficient. The disadvantage is that EE may be delayed in obtaining its share of the attic space if it is finally determined that this space is required.

6. Summary and Conclusions:

- a. Management Staff has worked cooperatively with the AD/OR, the Deputy Chief, TSS and the Chief, S&AF, OL to determine what solutions, including improved management practices, could be found and what they would cost. The final decision for renovation and space allocation is the responsibility of the Director of Logistics.
- b. The AD/OR has requested the renovation and air conditioning of the North Building attic for the Biographic Register. The Technical Services Staff also requires space in the attic. Renovation of the attic will cost \$12,000 for TSS and \$19,502 for BR. Air conditioning will cost \$7,700 for TSS. For BR, air conditioning will cost \$12,300 if it is purchased or \$8,100 to install equipment to be made surplus by the Director of Communications in mid-1957.
- c. The need for additional space for TSS is imperative. Without it, certain new operations cannot be started and a present safety hazard cannot be corrected. The purchase of air conditioning equipment for TSS is not prohibited by Title 40, Section 317 of the U. S. Code.
- d. The need for additional space for BR is less imperative. Its employees are crowded, but are performing all their operations in their present space. Improved records management practices will save 676 square feet of space (and possibly more). An additional 640 square feet of space has been made available to BR by the DF/I (Admin.). This total of 1,316 square feet exceeds the projected growth in BR files for the next three years by 341 square feet. For the next six months, it exceeds the files growth by 1,153 square feet.
- e.
- f. It is concluded that BR has sufficient space relief for the next six months and it is recommended that the Director of Logistics defer action on the request of the AD/OR for renovation of the attic for BR's use until the Spring of 1957.

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